
Project Management Office

Issues Management Plan for Grants, Contracts, and Loans Management System

Revision #1.4

Office of Financial Management

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Overview

This document describes the process the Grants, Contracts, and Loans Management (GCLM) system project will follow to manage project issues. ***For the purposes of this project, issues are defined as something in dispute or something to be decided.*** The resolution of issues may have an impact on the project's scope or schedule during development, implementation, or maintenance.

The Issue Management process will bring visibility to issues, accountability, and timely resolution of issues. Analysis of the issue will provide data and understanding for a more informed decision. Recording and reviewing issues will prevent the team from forgetting about issues that could adversely impact the project.

Issue Process

The project will use TestTrack Pro to track issues. TestTrack Pro will be used to document and communicate issues to the Product Manager. It also serves to record the potential impact, recommendation, estimated effort, and the related management actions.

When an issue is identified, the Project Team Member identifying the issue will enter the issue into TestTrack Pro.

The Issue Originator assigns the issue to the Product Manager for review. They review the issue to see if it is applicable to the project and assigns a priority using the Issue Analysis charts below. The Product Manager will review the issue with the Project Issue Management Team on a weekly basis.

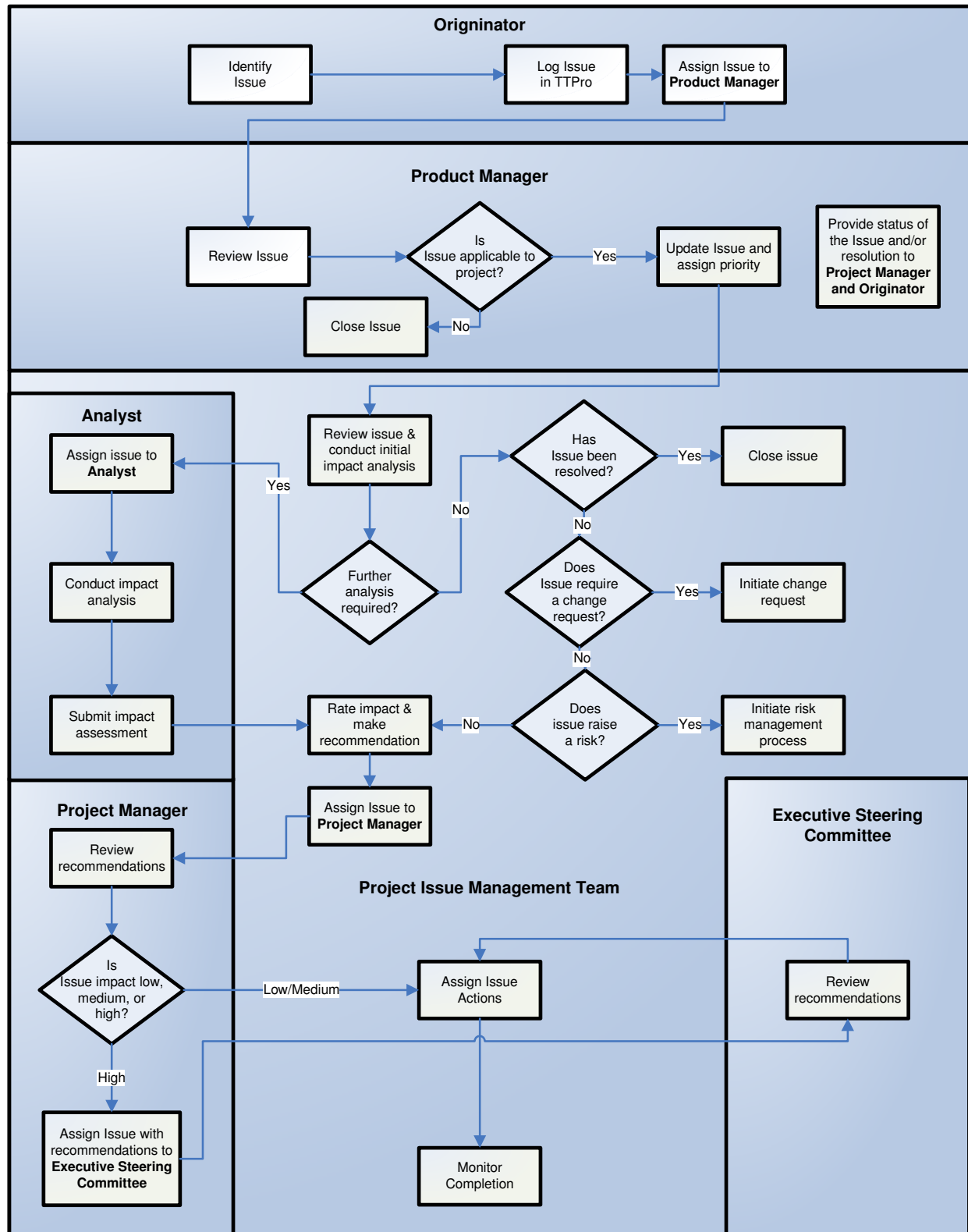
The Project Issue Management Team will review the issue and conduct an initial impact analysis. They may also assign the issue to an Analyst to conduct the impact analysis to evaluate the impact. The Project Issue Management Team will review the impact assessment and make a recommendation.

The Project Manager will authorize low to medium impact issue resolutions. Issue resolutions having a high impact on the project will be forwarded to the Executive Steering Committee.

The Product Manager keeps the Issue Originator and Project Manager posted on the status of the issue and/or resolution.

The following diagram portrays the steps in the process and interaction of the process roles. The roles in the issue management process are the Issue Originator, the Product Manager, the Project Manager, the Executive Steering Committee, the Project Issue Management Team, and the Project Team

Issue Process Flowchart



Roles and Responsibilities

Executive Sponsor / Executive Steering Committee

Sadie Rodriguez-Hawkins, Jan Marie Ferrell, Polly Zehm

- Reviews high impact issues, impact analysis, and recommendations
- Either approves the resolution, denies the resolution, or places the resolution on hold
- Ensures any additional resources, as needed, are available

Project Manager

Doug Beam

- Either approves low to medium impact resolution, denies the resolution, or places the resolution on hold
- Assigns high impact issue, impact analysis, and recommendations to Executive Steering Committee for approval
- Assists in securing additional resources, if necessary
- Makes necessary updates to project plan

Product Manager

Owen Barbeau

- Tracks status of issue
- Logs issues from anyone not actively involved with the project in TestTrack Pro
- Clarifies issue
- Keeps issue originator apprised of issue status
- Assigns issue priority
- Assigns issue for impact analysis to analyst
- Reviews issue with Project Issue Management Team
- Forwards issue, impact analysis, and recommendation to Project Manager
- Leads Project Issue Management Team
- Performs a value analysis
- Develops business case

Project Issue Management Team

Owen Barbeau, Liz Saylor, Jason Henderson, Christi Johnson, Travis Nation, Rick Castro, Sierra Systems, OGMA Consulting

- Reviews issues and conducts impact analysis
- Makes recommendations to Project Manager

Issue Originator

(Anyone can be an issue originator)

- Documents the issue as clearly and completely as possible in TestTrack Pro.
- Assigns issue to Product Manager

Analyst

(Any project team member assigned an issue for impact analysis)

- Researches and clarifies issue as needed
- Identifies alternative resolutions
- Makes recommendation
- Estimates time and resources required to resolve the issue
- Identifies where added tasks fit into project plan
- Updates issue in TestTrack Pro with impact analysis
- Assigns updated TestTrack Pro issue to Project Manager
- Updates functional and application specifications, as necessary

Issue Analysis

The impact of issues will be analyzed by evaluating first their consequence, or the penalty for not addressing the issue. Guidelines for evaluating consequence are in the table below.

Consequence: Evaluating penalty for not addressing issue			
Impact Area	Low (1)	Medium (2)	High (3)
Technical Performance	Minimal or no impact Acceptable - some reduction in margin	Acceptable - significant reduction in margin	Acceptable – no remaining margin Unacceptable
Schedule	Minimal or no impact Additional resources required – able to meet dates	Minor slip in key milestone – unable to meet dates	Major slip in key milestone or critical path impacted Cannot achieve major project milestones
Cost	Minimal or none <5% cost increase	5-10% cost increase	>10% cost increase
Scope/ Functionality	Insignificant change in scope	Minor areas of change in scope	Major areas of change in scope Scope changes unacceptable to client or significantly alters the project or deliverables.

Consequence: Evaluating penalty for not addressing issue			
Impact Area	Low (1)	Medium (2)	High (3)
Quality	Minimal or no impact Acceptable - some reduction in margin	Acceptable - significant reduction in margin	Acceptable – no remaining margin Unacceptable
Impact on other teams	Minimal or no impact Additional resources required – able to meet dates	Minor slip in key milestone – unable to meet dates	Major slip in key milestone or critical path impacted Cannot achieve major project milestones
Policy Issue (See Appendix B)			Policy issues require approval by Executive Sponsors

The analyst will then combine the consequence rating with the probability of the issue to occur, to reach an impact rating of high, medium, or low.

Issue Impact = Potential Consequence * Probability of Occurrence

Issue Impact				
Consequence	High (3)	(3)	(6)	(9)
	Medium (2)	(2)	(4)	(6)
	Low (1)	(1)	(2)	(3)
		1	2	3
	Probability			

Probability of Occurrence

1. Minimal /Unlikely/Rarely
2. Probable/Likely/Sometimes
3. Significant/Highly Likely/Always

Issue Impact Rating	
High (6-9)	High: <ul style="list-style-type: none"> • Significant impact on cost, schedule, and performance • Significant action required • High priority management attention required
Medium	Medium:

Issue Impact Rating	
(3-4)	<ul style="list-style-type: none">• Some impact• Special attention may be required• Additional management attention may be required
Low (1-2)	Low: <ul style="list-style-type: none">• Minimal impact• Normal oversight needed to ensure risk remains low

Depending on whether the impact is high, medium or low, either the Project Issue Management Team or the Executive Steering Committee will assign actions and monitor completion of the issue.

Issues may also pose risks and/or develop into change requests. If so, they will be logged as risks and/or changes as appropriate and addressed according to the Risk or Change Management Plans.

Issue Tracking with TestTrack Pro

This project will use TestTrack Pro to track issues. The link to TestTrack Pro is:
<http://198.238.39.8/scripts/ttcgi.exe?command=loginscreen>

The TestTrack Pro issue will be identified as:

Issue Type: Issue

Business Unit: Agreement Management

Product: GCLM

Sub-product:

Project: this may be assigned if it is known which sub-product it is affecting. This will include phases and iterations of this project.

The GCLM Lead Tester is responsible for creating and maintaining the project, product, sub-products, and sub-sub products in TestTrack Pro. The GCLM Lead Tester is also responsible for creating reports necessary for tracking and training team members on the use of TestTrack Pro.

Acceptance

We, the undersigned project members, have reviewed this document and approve its contents. Acceptance signatures are contained in a separate document.

Name and Title	Signature	Date
Sadie Rodriguez-Hawkins Executive Sponsor		
Jan Marie Ferrell		

[http://sharepoint.dis.wa.gov/ofm/systems/agreement_mgmt/Project Management Documents/2-Planning_and_Execution/Issues/GCLM Issues Management Plan.doc](http://sharepoint.dis.wa.gov/ofm/systems/agreement_mgmt/Project%20Management%20Documents/2-Planning_and_Execution/Issues/GCLM%20Issues%20Management%20Plan.doc)

Executive Steering Committee		
Polly Zehm Executive Steering Committee		
Lynne McGuire Business Manager		
Doug Beam Project Manager		

Appendix A: Revision History

<u>Revision</u>	<u>Date</u>	<u>Author</u>	<u>Description of change</u>
1.0	08/17/2007	Doug Beam	Created
1.1	09/27/2007	Doug Beam	Incorporated review comments
1.2	12/5/2007	Doug Beam	Made minor grammar changes
1.3	3/24/2008	Doug Beam	Added Lynne McGuire, Rick Castro, and suggested changes from Sierra.
1.4	7/28/08	Anwar Wilson	Changed Susan Dodson to Owen Barbeau.

Appendix B: Definitions

Policy Issues are defined as something that needs to be decided relating to:

1. New or modified policy or Legislative requirements of agencies
2. Type and level of detailed information required from agencies or recipients
3. Controls policy or Legislature implementations related to requirements